

MANAGEMENT IMPROVEMENT REPORT FOR
OFFICE OF PERSONNEL FOR FISCAL YEAR 1954

1. Statement of specific actions taken by Office of Personnel to solve major program or operating problems and improve management during the year.

- a. Improved organizational structure and functions.

In September 1953, the Office was reorganized along functional lines and physically relocated from several different buildings to its present location in Curie Hall. This reorganization, which would have been difficult to accomplish independently of the physical relocation, was directed toward improvement of services through better alignment of functions and greater standardization of methods and procedures. Significant changes made at this time were the consolidation of the Placement, Employee Services and Transactions and Records functions of the Personnel Division (Overt) and Personnel Division (Covert); the merging of the Research and Planning Staff and the Career Development Staff, and the compartmentalization of Covert Personnel Services in the Special Contracting, Allowances and Processing Staff. In May 1954, a Mobilization Planning Branch was activated within the Planning and Analysis Staff with functional responsibility for developing manpower requirements in support of the Agency's mobilization and war plans and a CIA Reserve Program to provide a ready source of manpower to meet mobilization requirements. At the same time, an Analysis Branch was also activated in that Staff with responsibility for maintaining continuous review of the current effectiveness of personnel programs and activities in Headquarters and the field.

- b. Actions taken to improve manpower utilization.

Personnel utilization activity has been expanded from primary concern with initial assignment of new personnel to a comprehensive and integrated in-service placement program. Placement Officers have established and are maintaining contacts with the various operating components and are providing advice and assistance to operating officials concerning the assignment and development of personnel at all stages. The effectiveness of this program has been considerably enhanced by the establishment of a uniform promotion policy for all Agency components, the increased availability of position information resulting from the accelerated position analysis program, and the establishment of the career service structure as a mechanism for coordinating personnel utilization activities. Additionally, refinements and improvements in procedures

for reporting personnel qualification data have facilitated the manpower utilization program.

c. Improvement of standard and statistical reporting methods.

The establishment of a centralized system for compiling and maintaining a variety of personnel statistical data has been of considerable use to Agency officials at all levels in carrying out their responsibilities in the field of personnel management. Authorized operating officials are now furnished regular reports concerning the status of their respective areas with respect to strength, accession and separation rates, in-service changes, grade structure, factors causing separations, and a variety of other significant personnel data. In addition, it is now possible to provide special reports of this nature in response to specific requests of operating officials. Also, during this period, significant personnel data was converted to machine record cards to facilitate operation of the new promotion and career service policies.

d. Improvement of personnel transactions and record-keeping activities.

Consolidation of the transactions and records activities has made it possible to streamline procedures and record-keeping operations so as to provide more effective service. Particular emphasis has been placed on the standardization and control of Office Personnel Folders, prompt and personalized handling of correspondence with applicants, and improved services to personnel departing for and returning from assignments overseas.

e. Improvement in the variety and quality of Employee Services.

The variety and quality of employee services were increased significantly. Highlights in this area are the increased hospitalization and insurance benefits which have been made available to Agency personnel (Agency Notice and the establishment of improved procedures for handling emergency situations affecting Agency employees. Agency personnel are now accorded substantially the same benefits as Foreign Service personnel in the payment of hospitalization and medical expenses resulting from illness or injury occurring during their assignment overseas. A comprehensive insurance program including life, health and accident, hospitalization and air travel insurance has been developed through special arrangements with private underwriters. Services to employees have been improved in such areas as initial orientation and indoctrination, assistance in obtaining housing, participation in community fund campaigns and the Red Cross blood donor program, and personal counseling.

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- f. Acceleration of newly established integrated program of position analysis.

Acceleration of a newly established integrated program of position analysis has been of great usefulness in improving services in all areas of personnel management. Activity in this area has been directed toward obtaining comprehensive coverage of all Agency positions and on developing informational materials to assist Agency officials in their participation in the program and in their use of the results. Classification surveys of entire organizational segments, supplemented by individual position audits, have greatly facilitated progress in this respect.

- g. Centralization of covert personnel services.

Compartmentalization of covert personnel services in a single unit within the Office of Personnel has improved the security of such individuals in accordance with Agency policies applicable to covert personnel and has made it possible to increase the effectiveness of personnel services in this entire area.

- h. Progress and advancement in the Career Service Program.

The activities of the CIA Career Service Board, established in June 1952, and of component Career Service Boards stimulated the interest of key officials in personnel management and provided a means for ironing out personnel policy issues at Agency level. Attention and intensive effort on the part of officials throughout the Agency has accomplished the development of a career program integrated into the Agency's total personnel program. The Office of Personnel has participated and contributed to these endeavors through the preparation of staff studies and special reports covering a variety of personnel topics and through representation in a number of special panels and working groups. In addition, the Office provided secretariat service to the CIA and component Career Service Boards and to the special panels and working groups which worked to resolve many troublesome policy questions. Special task forces studying such subjects as legislative requirements and insurance benefits have prepared reports representing positive contributions to development of the Agency's personnel program.

2. Statement of major areas of potential improvement selected for emphasis in Fiscal Year 1955.

a. Primary program emphasis during Fiscal Year 1955 will be directed toward implementing and supporting the recently approved career program and continuing to improve and broaden the services offered by the Office of Personnel. Specific

program goals for accomplishing these objectives include the following:

- (1) Selection of members of the Career Staff. This activity calls for the development of appropriate criteria for membership in the Career Staff and for the review and screening for suitability of all individuals currently on duty who meet the length of service requirements and apply for membership.
 - (2) Administration of a broadened insurance program offering attractive benefits to the majority of Agency personnel.
 - (3) Continued refinement of procedures to insure economical and effective operation within the Office.
 - (4) Increased emphasis on the review and evaluation of personnel management activities in Headquarters and in the field.
 - (5) Establishment of a mobilization planning program for the development and preparation of sound manpower requirements in connection with the Agency's mobilization and war plans and the development of a CIA reserve program.
 - (6) Further development of the Agency's personnel reporting procedures to include more comprehensive personnel data.
3. Major management problems beyond Office of Personnel authority to solve.

25X1 The CIA Career Council and the Career Services, described in Regulation dated 25 June 1954, provides a mechanism through which those personnel problems beyond the immediate authority of the Assistant Director for Personnel can be resolved.